THE Maple Leaf / LA Feuille d'érable

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National Defence / Défense nationale

Canada

FORMER DM REFLECTS ON "ONE OF THE BEST JOBS IN TOWN"

On January 6, the now-former Deputy Minister of National Defence, Richard Fadden, was named National Security Advisor to the Prime Minister. Prior to his departure, Mr. Fadden reflected upon his nearly two years at National Defence, sharing his thoughts on his new job, on lessons learned during his time spent here, on the challenges that lie ahead for Defence, and on the people who make up the Defence Team.

How has your time at Defence equipped you to take on your new role as National Security Advisor (NSA)? What lessons will you take with you?

To me, it's a great honour to be named the NSA. I'm very much looking forward to doing the best I can for the Prime Minister. This will involve integrating the work of the four or five departments I worry about particularly. There will be real opportunities to develop synergies and continue the work of my predecessor. Working on legislative, regulatory, and policy solutions on the various issues in the defence, foreign affairs and security communities is something I will have a real opportunity to play on and I hope that I can do that to better the efficiency and effectiveness of that group of departments, including Defence.

All of these involve a multiplicity of departments. I think one of the things I've learned at DND is that there is a special way of dealing with very, very large institutions. I'm not suggesting that I've mastered the art to perfection because I don't think I have but being able to articulate a vision and working through a couple of other layers of the system, while taking into account a variety of views in a way that consolidates and aggregates effectively is one of the things that I've really worked hard at doing.

Just because I was the civilian DM, doesn't mean that I always agreed with the civilian side when I dealt with issues that involve the two (sides of the Defence Team). The message I take there is that you have to deal with substantive issues on their merits. It doesn't matter if you're in uniform or not. It doesn't matter if you are at this department, at Foreign Affairs, or anywhere else. It's really how to deal with a very, very large group of people, large group of departments and agencies, in extraordinarily complex circumstances.

During your time as Deputy Minister, you often encouraged people to make Defence a better place to work than when they arrived. What are some of the accomplishments that you have achieved to make Defence better?

I think the main area is the progress the Chief (of the Defence Staff) and I were able to make with the concept of the Defence Team. The idea of the Defence Team is not just limited to the military and civilian sides of the organization. ADM(Pol) is very different from ADM(Mat). The Navy is very different from Special Forces. I think, with some success, we have implanted the idea that by working together, as a single team, that we will get more done for the institution and also for Canada.

That's on the philosophical level, but in more practical terms, it's been a shift in how we deal with resource management most notably with the creation of the Investment and Resource Management Committee (IRMC). I've tried very, very hard to make the process more transparent to give everybody an opportunity to give everyone a kick at the can, to involve both my military and civilian colleagues. I think we've made real progress there.

The last area is getting a few things through the system. We've got an investment plan approved for the department that will make a big difference. And we made progress in pulling together the *Canada First* Defence Strategy renewal.

Based on the importance that both you and the CDS placed on the Defence "Team", how does the unique relationship between military and civilian members strengthen the organization and ultimately benefit Canada?

There's not a country in the world that doesn't have a Ministry of Defence to work with their armed forces and there is a reason for this. There is a range of skills to be brought to bear by the military, this is pretty obvious, particularly on the sharp end, with combat arms, be they Army, Navy, Air Force or Special Forces. Then, on the other side of the equation, you have the support function of civilians. The reason we have civilians is that because they are well-equipped, over time, to deliver on things like finance and procurement, IM/IT and policy. Because they have had training beyond the department, be it with central agencies and other agencies of government, they can bring skills to bear that are no less specialized than those of the military.

Government and governance are complex undertakings today and nothing involves one specialty and very, very little involves just one department. So, working together, we end up being a stronger institution. It doesn't mean that we reduce things, just to be clear, to a lowest common denominator. Quite the contrary, by working together and clearly understanding what we are trying to do, I think we can do the reverse of coming up with the lowest common denominator and come up with effective policy advice or operations that we recommend to the government.

As Deputy Minister, you made a concerted effort to engage with staff and to listen to their thoughts, ideas, and concerns. Why did you place such importance on the role of staff at all levels?

In the final analysis, money, infrastructure, equipment policy are all very important. But in the end, it all boils down to people. And one of the things I've profoundly believed my entire career is that the quality of the person's ideas has nothing to do with the person's rank or status. I think people need to understand that they have a contribution to make not just to their own individual job but to the institution at large, whatever their rank or status. I'm not advocating revolution here but I am saying that people should try and make this a better place and, to the extent that those of us who are in senior-level positions can, we should try to be a bit of a snow plow to eliminate impediments to doing this.

We spend more time with each other than we spend with our partners and spouses. The work environment is important and I've tried very hard, both with respect to my civilian and my military colleagues, to make this one of the best places to work in the Government of Canada.

In your view, what are some of the key challenges that lie ahead for Defence?

The international environment is becoming more and more complicated. There are greater risks out there and it requires considerable nimbleness, both with respect to policy, in the advice we give and in terms of operations. I don't think the world is ever a quiet, peaceful place but I think it's getting worse. The Ukraine, ISIL, the rebalancing of power generally, it's become more manifest since I've been here. And it's going to require those here at Defence and elsewhere, like Foreign Affairs, the Privy Council Office, to have nimbleness and imagination in order to formulate advice to ministers and government on what we should do and how we should do it.

I think equally, that we are still in a period when there's not a lot of money. We need to develop our capacity to get the biggest bang for our buck, to push things like Defence Renewal, where there could be some cost-avoidance and cost-savings and better ways of doing things. I think it's as, or more important than it has been over the past three or four years.

I also think there are some demographic issues at play where we are going to get more retirements, at least on the civilian side if not on the military side over the next few years. So things like talent management and HR management is going to be very, very important.

As you prepare to leave, what words of wisdom do you have for your successor?

Only to say to come here with the understanding that the work in this place is very important and that the people here accomplish a great deal. This is one of the best jobs in town and above everything else, he or she should try to enjoy it.

As I leave, I really want to say thank you to all of the people with whom I have worked, either directly or indirectly in helping us advance the various files we have worked on. I cannot say how much the people here mean to me and I wish you all the very best. ◆

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COVER:
Design concept: For Defence change

DEFENCE RENEWAL: SMARTER WAYS OF DOING BUSINESS

Dr. Linda Goldthorp, co-lead for the Defence Renewal Team, recently sat down to discuss the goals of the eight organizational practices initiatives. These practices are aimed at improving the workplace culture at Defence, as well as our ability to embrace and sustain improvements to performance over the long-term. She noted the importance of listening to suggestions from all members of the Defence Team and said that although Defence has achieved a certain level of success over the years in embracing innovation and knowledge sharing, there is always room for further improvements in order to continue to do things better at Defence.

"It is important not to pretend that we as leaders have all the answers on how to do things most efficiently," Dr. Goldthorp said. "It all comes down to [trusting our] people — our best asset."

Dr. Linda Goldthorp, Co-lead, Defence Renewal Team.

Q: How would you explain the organizational practices initiatives?

A: Before I explain organizational practices, I really have to take a step back and explain Defence Renewal and the goals we are trying to achieve. Defence Renewal is about building a leaner, more efficient and more effective Defence organization for the future. This means doing our business smarter by focussing on our priorities, and by reinvesting resources from low priority work, into support for operational capability and readiness.

When we started down the road to renewal we took a look at both sides of the coin. We examined several of our performance practices, such as how we deliver on things like IT support, procurement activities and the way we train our people. And we looked at our organizational practices such as how we govern ourselves, how we communicate with one another, how we innovate, share knowledge and how we manage change. The Defence team came up with a suite of 24 performance initiatives and eight organizational practices initiatives. [and] together they comprise the Defence Renewal program.

*"**Organizational practices** are aimed at improving the workplace culture at Defence and define an organization's capacity to implement, embrace and sustain improvements to performance over the long-term."*

The team interviewed many military and civilian members of the Defence Team across the country at all levels to determine which organizational practices we needed to focus on.

It is very important for all of us to work together on these initiatives because they play a critical role in our ability to deliver to Canadians our core mandate of defence and security and these changes will bring us toward that vision.

Q: What have been some of the key challenges in the development of these initiatives?

A: We have had some challenges. I like to say that managing organizational practices is a little like managing a bowl of jello. You push in one direction on an initiative and someone pushes in the other direction. That's because there are lot of opinions about our challenges around the table, and there won't be any one-size-fits-all solution to some of these issues, because all organizations and units have their own unique challenges. There is also some sensitive territory here. We're talking about the way people deliver on their work, how they communicate to their people, how they convey messages to team members, and how they introduce innovation and knowledge sharing into the workplace. Sometimes people go on the defensive and assume that everything is okay just the way it is. But increasingly, as we talk about the issues and work through the opportunities, people are buying in and recognizing that there is always room for improvement on any team. They're recognizing that there are opportunities to introduce some useful and productive changes. Any organization that is investing time in these Defence Renewal discussions is recognizing that we can always do more and do better to improve the way we deliver on our communications, knowledge sharing and innovation. So we're making progress.

Q: Why do we need to improve in these areas?

A: We get asked this question a lot, why all this change and why now? The short answer is the world we work and operate in is changing rapidly, in ways that are often difficult to predict. We need to continue to be an agile and effective organization and think about delivering on Defence over the long-term. This means always thinking about ways to achieve and maintain our affordability and sustainability. So, we need to look at ways to use technology and to conduct our business as smartly as we can.

Q: What have been some key successes?

A: Let me give you a couple of concrete examples ... one of the things that is so frustrating, and I'm sure everyone can identify with, is that sometimes when you are looking for a simple answer to a simple question in relation to your work, you have to plow through a maze of orders, directives and polices to get to that answer. We are streamlining the Defence Administrative Orders and Directions to ensure that Defence Team members can get the answers they need, when they need them. Smart, simple, clear direction and guidance, so that we can get on with delivering on our work.

Another great initiative that we're moving forward with, after taking our cue from the Defence Youth Network, is their idea for the use of electronic signatures* in a variety of areas in our work. We thought this was a great idea and we are now taking steps with proof of concept and other work to introduce digital signatures as much as we can. This is an example of how we can take advantage of the technologies out there to do our work smarter.

**Digital signatures is the first step towards changing the way in which the Defence Team streamlines and expedites approval processes by allowing electronic sign-off and improved corporate governance on processes such as event requests and staffing requests.*

Q: How will these initiatives benefit the Defence Team?

A: We will see a lot of benefits. It will be easier and simpler for all of the Defence Team to access the information we need, when we need it. We will be clearer about our individual and collective roles and responsibilities. We will understand the strategic goals of the Department and of the Defence Team better, and we will see improved ways of introducing innovation and knowledge sharing practices in our workplace.

Q: What role can members of the Defence Team play in supporting Defence Renewal and these initiatives?

A: Everybody on the Defence Team should be keeping their eyes and ears open for the changes that are coming. Be open to the introduction of changes that are coming in your particular workplace, and think about ways you can contribute to Defence Renewal by making your organization, unit or workplace a little smarter or more effective.

Talk to your supervisor or chain of command about your ideas, because these contributions will help us reach our goals for renewal.

Also, the strength of the Defence Team, like any team, is the quality of its people. I urge everyone to embrace the overarching principles of Defence Renewal and look for improvements in your own workplace.

The more we talk about Defence Renewal, the more people will internalize the message that maybe they need to think about the way their work is done, listen more and find ways to encourage folks to be a little more proactive about Defence Renewal.

For more information, visit the Defence Renewal site at: **dt.mil.ca/defence-renewal/index-eng.asp**. ◆

HMCS *FREDERICTON* DEPLOYS ON OP REASSURANCE

HMCS *Fredericton* arrived in Lisbon, Portugal on January 6 to join Standing NATO Maritime Forces as part of Operation REASSURANCE, Canada's contribution to NATO-led assurance measures that promote security and stability in Central and Eastern Europe.

HMCS *Fredericton* is the first modernized high-readiness frigate to deploy overseas and will replace HMCS *Toronto*, which had been conducting maritime security operations and joint NATO training exercises in the Mediterranean Sea as part of Standing NATO Maritime Group 2 (SNMG2) since August 2014.

Fredericton modernization

HMCS *Fredericton* completed her modernization/frigate life extension refit in November 2014. The ship has upgraded and enhanced capabilities including a new combat management system, new radar capability, a new electronic warfare system, upgraded communications and missiles, as well as a new integrated platform management system.

"The crew of HMCS Fredericton and I are looking forward to being the first modernized Halifax-class frigate to deploy on behalf of Canada. We are excited and ready to continue the great work that HMCS Toronto has accomplished during its time with NATO and to uphold the Royal Canadian Navy's tradition of excellence in operations," said Commander Jeff Murray, Commanding Officer of HMCS Fredericton.

HMCS *Toronto* participated in various joint NATO training exercises, including Exercises NOBLE JUSTIFICATION, MAVI BALINA and an historic deployment to the Black Sea for Ex SEA BREEZE.

"HMCS *Toronto*'s performance over the last seven months set a high standard for future maritime deployments in the region as her ship's company consistently provided outstanding service to Canada and her NATO allies in support of NATO assurance measures," said Lieutenant-General Jonathan Vance, commander Canadian Joint Operations Command. "HMCS *Fredericton* will build on these accomplishments, providing the Government of Canada and NATO with a highly versatile and robust maritime asset that can quickly and effectively respond to ongoing and emerging NATO requirements."

HMCS *Toronto* returned home to Halifax on January 18. ◆

PHOTO: LS Dan Bard

HMCS *Toronto* returned to Halifax, N.S. on January 18, after a six-month deployment on Op REASSURANCE.

OPERATION IMPACT UPDATE

Operation IMPACT is the CAF-supported operation to the Middle East Stabilization Force – the multinational coalition against Islamic State of Iraq and the Levant (ISIL) in the Republic of Iraq. The Canadian contribution of more than 600 Defence Team personnel, deployed as part of Joint Task Force-Iraq and Air Task Force-Iraq (ATF-I), are based in Kuwait. Along with personnel, ATF-I deployed with six CF-188 Hornet fighter aircraft, one CC-150T Polaris air-to-air refueller and two CP-140 Aurora surveillance aircraft.

Sinjar Mountains Siege

Throughout December 2014, members of ATF-I supported the efforts against ISIL in an effort to break their siege of the Sinjar Mountains, where approximately 30,000 people were trapped on the mountain. Coalition air efforts coordinated through the Combined Air Operations Centre and Canadian aircraft directly supported ground efforts to liberate those displaced persons. As well, aircraft conducted humanitarian aid drops which included basic supplies such as food, water, and shelter, conducted at low flight levels by coalition transport aircraft under the threat of ISIL surface-to-air attacks.

CAF aids Iraqi Security Forces

Defence Minister Rob Nicholson committed military gear to the Iraqi Security Forces on January 20. The planned donation to the Iraqi Security Forces will include 6,000 items of winterized and wet weather gear, including 1,000 coats, fleece shirts and pants for cold weather operations, as well as 1,000 jackets and pants for wet weather deemed surplus by the CAF.

An air weapons systems technician and a pilot inspect a CF-18 Hornet fighter jet before the next mission at Camp Patrice Vincent.

New Simulator Training

With only weeks to prepare for their missions in the skies of Iraq as part of Op IMPACT, Royal Canadian Air Force CP-140M Aurora crews were busy with the new virtual realm training program.

The new operational mission simulator will allow crew members in the cockpit to take part in the same exercise environment as those in the tactical compartment, enabling better crew co-operation.

Through a comprehensive upgrade program known as the Aurora Extension Proposal, which comprises the ongoing Block III of the Aurora incremental modernization project and the aircraft structural life extension program, the venerable Aurora airframe has seen some remarkable changes – both inside and out.

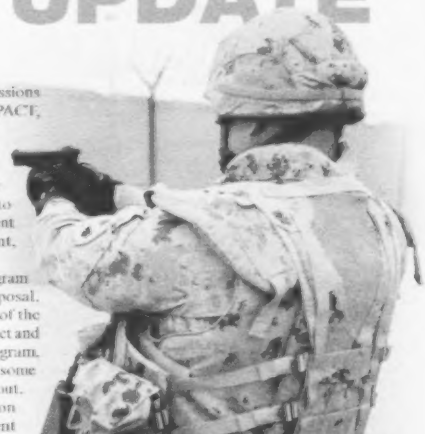
These include new wings, mission computers and sensors to complement improved avionics and communications. Along with these enhancements, the Aurora squadrons have also seen some big changes in how crews train to operate with this like-new aircraft.

The crews began training for Op IMPACT by practicing missions based on similar missions conducted over Libya during Op MOBILE. The Block III Aurora's improved sensor suite meant, however, that a simulation program was necessary to hone the crews' abilities to use their enhanced capabilities in an overland intelligence, surveillance and reconnaissance gathering role.

"With Operation MOBILE three years into the history books, many crew members on Operation IMPACT do not have the experience of participating in those missions over Libya," said one ACSO, a veteran of Op MOBILE. "Fortunately, our 'lessons learned' program has captured the salient points from that operation and we have been able to develop our skills – such as passing information to other aircraft and ground forces and coordinating strike activities within an operations area – using the simulator."

The Aurora pilots and flight engineers who are presently deployed to Op IMPACT are using other flight simulator technologies.

For more information and updates on Op IMPACT, visit: **www.forces.gc.ca/en/operations-abroad-current/op-impact.page**. ◆



Members of the Force Protection team conduct a weapons handling drill in Kuwait.

VEHICLE TECHNICIANS:
KEEPING THE CAF REVVED UP AND ROLLING FORWARD

Every piece of equipment in the Canadian Armed Forces, with or without an engine, is kept in working order by vehicle technicians (VEH TECH). They work on a diverse array of vehicles and equipment on bases throughout Canada, as well as being deployed on exercises and operations throughout the world.

Since joining the Canadian Army in 1980, Chief Warrant Officer Pierre Tremblay, Assistant Occupational Advisor (AOA) for the VEH TECH trade, has served in Germany, Kuwait, Afghanistan, Bosnia-Herzegovina and Sarajevo, as well as on various bases and regions across the nation. He has had the opportunity to work on a wide variety of CAF vehicles and equipment.

"I have worked a lot on the Armoured Vehicle General Purpose Armoured Personnel Carrier and Leopard 2A4 tank," says CWO Tremblay. "A bit of the commercial fleet too and also: bomb lift, BV 206, snowmobiles and a bit on motorcycles when we had them. And I didn't work just on vehicles," he adds. "I did a lot of work on generators, heaters, trailers, chainsaws; we touched probably everything, all kinds of equipment and vehicles in the CAF."

Training, Apprenticeship, Opportunities

New recruits in the VEH TECH trade receive multi-level training, apprenticeship and opportunities that offer real responsibility. Someone considering this trade should be a patient problem solver who loves a challenge, according to CWO Tremblay.

"We need somebody with an open mind, willing and happy to serve, receptive to constructive criticism, in good shape and health, and an innovator," CWO Tremblay says. On any base in Canada, VEH TECHs work in state-of-the-art shops, but on exercises or operations they sometimes have considerably fewer resources to work with and must adapt with MacGyver-like ingenuity.

"Often when you deploy, you will have to do repairs with what you have got on hand. Maybe you don't have a new part, so you will try to fix the old one. You might have repaired the part or welded something to avoid replacing it, such as a leaking radiator for example. If you don't have the welding machine or another radiator, you will probably pinch the radiator tubes or try to fix it with eggs. You put them in the radiator when coolant is very hot and hope the eggs will cook and plug the hole. You learn those kinds of things when you are on a mission or on exercise. In the field you have to make things happen with fewer tools or parts," CWO Tremblay explains.

Working on battle tanks and other armoured vehicles sounds exciting, and it is but, according to CWO Tremblay, "mechanics is mechanics. An engine in a car or in a tank is the same."

For experienced mechanics, becoming a VEH TECH in the CAF could be a great career move. For those who are just starting out in the trade, the CAF could be the place for them to get schooling, apprenticeship and a job with real responsibility.

"Training never really ends for vehicle technicians," says CWO Tremblay. "The mechanics trade is always evolving."

PHOTO: Pte Tara EJ Miller

A CAF member removes the brake shoes from a Canadian Forces Western Star Highway Tractor.

The road to becoming a CAF vehicle technician:

- Recruits must first complete their Basic Military Qualification (also known as basic training) just like every other soldier.
- New recruits then attend the CF School of Electrical and Mechanical Engineering at CFB Borden for about 30 weeks of intensive courses in vehicle maintenance and repair. This covers principles and operating characteristics of internal combustion engines, repair and overhaul of typical engines and vehicle components, common and special tools and electronic test equipment, basic garage equipment, oxyacetylene welding equipment, automotive systems and operating light tracked vehicles.
- Alternatively, acceptance into the CAF Subsidized Education Plan is an option. This program covers tuition and books for qualified recruits at a recognized college or technical school.
- Next is an 18-month apprenticeship at a base in Canada, essentially on-the-job training at full pay.
- Those who demonstrate the required ability and potential are later offered advanced training such as Northern Terrain Vehicle Maintenance, Armoured Engineering Vehicle Maintenance, Armoured Vehicle Launched Bridge, Instructional Techniques, Leopard C1/A2 Main Battle Tank, Leopard Armoured Recovery Vehicle Maintenance and Recovery.
- There are opportunities to develop specialized skills through formal courses and on-the-job training, including further technical training. Supervisor and manager level training is also available. ♣

EX RAFALE BLANCHE:
MULTINATIONAL WINTER COMBAT TRAINING

Approximately 2,800 soldiers from the Canadian Army, most of them from 5 Canadian Mechanized Brigade Group (5 CMBG), took part in winter combat operations training at 2nd Canadian Division Support Base Valcartier and in Quebec City and surrounding region from January 19 to 27.

This annual exercise included international participation of a platoon from the 4e Régiment de Chasseurs from France and 20 members of the Polish Army's 6th Airborne Brigade.

This training is an important component in the operational preparation of Valcartier military personnel. During Exercise RAFALE BLANCHE, soldiers reviewed various winter operations concepts such as practicing winter survival skills, conducting offensive and defensive operations, and patrolling rural and urban areas.

"Ex RAFALE BLANCHE gave our soldiers from the 2nd Canadian Division rigorous preparation for winter combat demands, while also allowing us to collaborate and build relationships with our French and Polish allies. I am proud that our soldiers are ready to answer the call of duty in an increasingly dynamic and interconnected world," stated Lieutenant-General Marquis Hainse, Commander Canadian Army.

The exercise was carried out in the regional county municipalities of La Jacques-Cartier and Portneuf, as well as in 2nd Canadian Division Support Base Valcartier's training areas.

"Members of 5 Canadian Mechanized Brigade Group trained to maintain and enhance their military capabilities in winter conditions and complex terrain. Allowing Valcartier soldiers to train in civilian sectors considerably enhances the value of their training and helps maintain a multi-purpose, capable force. That is why I greatly appreciate the co-operation of the people and municipal authorities of La Jacques-Cartier and Portneuf," said Colonel Dany Fortin, commander 5 Canadian Mechanized Brigade Group.

Starting in July, 5 CMBG has been identified to constitute two high readiness task forces (TFs), namely TF 1-15 and TF 2-15, ready to intervene in any type of emergency, at home or abroad, in accordance with the needs of the Government of Canada. ♣

Ex RAFALE BLANCHE 2015 Participants:

- 5 CMBG's eight units
- 5 Military Police Regiment
- 430 Tactical Helicopter Squadron and
- 5 Field Ambulance
- 436 Transport Squadron (Trenton) with one CC-130J Hercules aircraft
- 450 Tactical Helicopter Squadron (Petawawa) with two CH-147F Chinook helicopters
- 425 Tactical Fighter Squadron (Bagotville) with two CF-18s

Members of 5e Régiment d'artillerie du Canada demonstrate how to launch an Unmanned Aerial Vehicle (UAV).

PHOTO: Opl Geneviève Lapointe

TOP 10

BENEFITS OF PERFORMANCE MANAGEMENT

WHAT'S IN IT FOR EMPLOYEES?

10. Documents your accomplishments and achievements on an ongoing basis.
9. Clarifies your role on the team, what you are expected to achieve and how you are expected to achieve it.
8. Requires your manager to help you resolve any performance-related shortfalls, if necessary, through an Action Plan.
7. Ensures you and your manager fully understand any changes to your work assignments and objectives during the year.
6. Provides tools to track and assess your own progress toward your career goals.
5. Ensures an ongoing two-way conversation about your performance including achievements and challenges.
4. Supports fairness by providing a consistent system for performance appraisals across the public service.
3. Offers learning opportunities to support your career development including, if you have surpassed performance expectations, a Talent Management Plan.
2. Requires your manager to give you clear direction, support and encouragement to succeed.
1. Provides regular feedback on your job performance in order to develop your skills and competencies and reach your full potential.

WHAT'S IN IT FOR MANAGERS AND SUPERVISORS?

10. Gives you meaningful data to support your human resource planning.
9. Allows you to recognize and acknowledge an employee's performance in real time.
8. Enhances objectivity in assessing employee strengths through the use of performance indicators.
7. Strengthens your mandate to develop Talent Management Plans for employees who have surpassed performance expectations.
6. Boosts your people management skills through ongoing dialogue with employees.
5. Assists you in preparing Action Plans to address individual employee performance issues.
4. Aids in team building, allowing you to better match employee skills to the needs of your organization.
3. Makes it easier to monitor how each employee contributes to reaching your organization's objectives.
2. Provides insights on how to improve your own skills as a manager.
1. Supports your supervisory role by giving you a robust and standardized system for assessing employee performance, competencies and behaviours.

NEXT STEPS

IN PERFORMANCE MANAGEMENT – YEAR-END ASSESSMENTS

The Directive on Performance Management requires annual performance appraisals for all employees at the end of each fiscal year.

To effectively assess and rate employees' performance, an end-of-year conversation between managers and each of their direct reports is essential. The results of this discussion will give managers the information they need to determine if employees have met their performance expectations, and to what extent. This information and analysis will support the rating assigned to the employee at year-end.

Employees should prepare for their conversation using the tools that are available on the ADM(HR-Civ) Performance Management Program for Employees intranet site at: hrciv-rhciv.mil.ca/en/e-performance-.

THE CAF GRIEVANCE SYSTEM

We sometimes hear about military members filing grievances, but do you know what the CAF Grievance System entails? First and foremost, it is the system that we have in place whereby CAF personnel can voice their issues. Every CAF member has the right to grieve a decision, act or omission in the control and administration of the CAF.

So, what exactly does this mean? Can CAF personnel grieve anything? If that sounds too good to be true, it is, as the matter being grieved has to affect you personally. You can't get together with your friends and submit a joint grievance and you can't grieve something that happened on the disciplinary side, such as a summary trial or a court martial – there are separate appeal systems in place to deal with disciplinary matters.

TO GRIEVE OR NOT TO GRIEVE?

If you have an issue, you should start by giving your leadership an opportunity to deal with the problem before submitting a grievance. Informal resolution and alternate dispute resolution are the preferred avenues to rectify problems.

You can do this in different ways – through a verbal conversation with your commanding officer (CO) or you can submit a Notice of Intent (NOI) to grieve. An NOI is a form you submit to your chain of command. It lets them know that you have a problem and that you are considering filing a grievance. The form has to be signed by your commanding CO and returned to you to ensure that the CO is in fact aware of your issue. It also offers your chain of command the opportunity to engage early to help resolve issues quickly, and locally.

However, you must remember that the clock is always ticking. As of June 1, 2014, a member has 90 days from the date of discovery of the perceived wrongdoing to submit a grievance. Informal resolution or submitting a NOI does not stop the clock.

Just to be clear, while the NOI is the preferred first step to resolve workplace issues, you are not required to utilize this form and you can just submit a grievance – it is your right.

HOW TO SUBMIT A GRIEVANCE

So what if your attempt to resolve the matter informally doesn't work out to your satisfaction? What are your options? Well, that's when you would want to submit a grievance. If you're wondering if you can get some help to support you through the process, the answer is yes. Article 7.07 of the Queen's Regulations & Orders says that if you ask for help, your CO must provide it.

Sometimes it can be difficult for CAF personnel to submit a grievance. Members often worry about a reprisal from the chain of command for voicing their issue or complaint. If this is the case, you will be happy to hear that the *National Defence Act* specifically prohibits retaliation against a member of the CAF who submits a grievance. Any reprisal would be dealt with promptly by commanders at all levels. While the chain of command may not always like it, it is their duty and responsibility to accept your grievance and process it in accordance with the existing rules and regulations.

Once the CO receives your grievance, he then has 10 days to register it with the Grievance Authority and determine if he can act as the Initial Authority (IA). If he can act as the IA, he will then adjudicate it and has four months to do so. If he cannot, he will then forward the grievance to the Grievance Authority who will determine the IA, which can be a difficult task when the issue is complicated. As of the summer of 2014, this process is now digitized; COs have to submit grievances electronically.

I RECEIVED THE DECISION – WHAT'S NEXT?

Once the IA renders a decision, the grievor can accept it, or request referral to the Final Authority (FA). The grievor has 30 days to decide what he wants to do. Only the grievor can request referral to the FA, but he must do so to the IA, who will forward the request to the Grievance Authority.

When the Grievance Authority receives a FA referral, it goes to a grievance analyst who takes a fresh look at the grievance. This is called a *de novo* approach, which means that it does not matter what the CO or the IA decided; the FA will start from the beginning to ensure the grievance is treated in a fair and equitable manner. The FA is not bound by any specific time limits to adjudicate a grievance, but the CDS' goal is to resolve grievances at the final authority level within six months.

As implied by name, a FA decision is final, and once the grievor receives a decision, the grievance process is considered closed. The FA decision letter does provide the grievor with an option to go to the Federal Court if he disagrees with the decision, but this step is outside of the grievance process.

As one can see, the grievance system is complicated and there are in fact many more steps and nuances involved internally, but they are all in place to ensure that the grievor is treated fairly and in an equitable manner.

If you would like to obtain more information on this matter, as well as all the forms and templates you might need, visit the Director General Canadian Forces Grievance Authority's intranet page at: **vcds.mil.ca/sites/intranet-eng.aspx?page=4689**. If you have further questions, you can also call 1-866-GRIEVOR (1-866-474-3867) or send us an e-mail at: **CFGrievanceInquiries-DemandesderequetedesgriefsFC@forces.gc.ca**. ◆

BELL LET'S TALK
JOIN THE CONVERSATION

The Defence Team joined news media representatives, Bell Canada agents, and volunteers who have suffered from mental illness, on January 28, to add one strong voice to end stigma against mental health.

The annual Let's Talk campaign targeted its efforts this year on five simple ways that all Canadians can work together to bring an end to the stigma associated with mental illness and here's how:

LANGUAGE MATTERS

Words can help…but they can also hurt, so pay attention to the words you are using.

Explain to friends and colleagues who use words like "psycho" or "nut" that these words may be hurtful.

EDUCATE YOURSELF

Learn the facts and myths about mental illness and help fight stigma.

For example, understand early warning signs in yourself and others and know where to seek help. Recognize that mental illness can be treated.

BE KIND

Small acts of kindness speak volumes, so don't stand by if someone is being labelled or bullied. Treat a person with mental illness with the kindness and care you give to people with other illnesses; a friendly smile, a helping hand, a phone call or visit.

LISTEN AND ASK

Sometimes it's best to just listen. If someone tells you they have a mental illness - be supportive, listen, and don't trivialize the illness by suggesting that they are going through a bad patch. Instead try, "I'm sorry to hear that, it must be a difficult time. Is there anything I can do to help?"

HOW YOU CAN HELP

Break the silence. Talk about how mental illness touches us all in some way directly or through a friend, family member or colleague.

"Talking about mental illness is critical to the welfare of those suffering it and to our entire society," said Brigadier-General Jean Robert Bernier, surgeon general, and commander of the Canadian Armed Forces Health Services Group. "It can be difficult for anyone, particularly members of the armed forces who are so ennobled by a culture of stoicism and self-sacrifice, but it can be overcome and our country strengthened if we look after one another with understanding, compassion, and encouragement."

DEFENCE TEAM RESOURCES

The Canadian Armed Forces has a robust mental health care system in place. Check out the online Defence Team resources by visiting www.forces.gc.ca and clicking on the Mental Health Resources button, or on the Defence Team's Mental Health site at: **dt.mil.ca/mh-sm/index-eng.asp#tabs-1**. For more information, visit **letstalk.bell.ca**.

NOT BECAUSE THEY'RE LAZY. NOT BECAUSE THEY ENJOY IT.
BECAUSE THEY NEED HELP. LET'S END THE STIGMA.
ON JANUARY 28, LET'S TALK ABOUT MENTAL HEALTH
BELL.CA/LETSTALK
Bell Let's Talk
EVERY DAY, 500,000 CANADIANS MISS WORK DUE TO A FORM OF MENTAL ILLNESS

KEY FACTOR IN THE RECOVERY
OF ILL AND INJURED SOLDIERS

PHOTO: Sgt Jean-François Nimon

To help encourage the successful recovery of soldiers, the Canadian Armed Forces (CAF) has bolstered resources available through increased services within the medical services provided, as well as improved programs available through its Personnel Support Programs (PSPs).

"The Canadian Army values the discipline, commitment, leadership, teamwork and perseverance developed through a fitness regime. In addition to fostering a sound body and a warrior spirit, our robust sports and fitness programs boost morale and help build wellness and resilience," explained Lieutenant-General Marquis Hainse, Commander Canadian Army.

THE WARRIOR SPIRIT

The warrior spirit that is contained within every CAF soldier is what those who are progressing through the various stages of recovery need to engage in order to be successful.

Sergeant Cory Matush, a reservist on contract with Combat Training Centre Headquarters, cannot stress enough that recovery requires "the aggressive pursuit of proper physical activities during all stages of the recovery process."

In 2009, Sgt Matush dislocated his knee during unit physical training (PT), causing severe damage to the supporting structure of the knee that took three years from which to recover. After sustaining the injury, Sgt Matush, an active martial artist, immediately engaged the medical system and began physiotherapy.

"Physiotherapy can only take you so far," Sgt Matush explained. "They can help repair the ligaments and tendons as much as possible and return basic functionality, but the onus was on me to strengthen the knee and slowly build back up to the point where I could run, rock and participate in martial arts again."

PSP PROGRAMS

In cases such as with Sgt Matush, soldiers are usually referred to the Personal Exercise Specialist (PES) or Regional Adapted Fitness Specialist (RAFTS) programs that are run by PSP.

"Injuries affect everyone in different ways," said Stephanie Haynes, the PES at 5th Canadian Division Support Base (5CDSB) Gagetown. "Members who are referred to me may be motivated and ready to begin rehabilitation, while other members may be suffering from depression and loss of motivation. It is our job to educate, motivate and enable our clients."

PES and RAFTS coordinators are responsible for creating physical fitness programs that are both beneficial and challenging to their clients.

"The benefits of returning to physical fitness as soon as possible for ill and injured members are too great to ignore," said Ms. Haynes. "PT helps our clients to better improve their pain management and symptoms, while decreasing depression and anxiety and helping maintain a healthy body while they recover. One of the challenges we face is creating a PT program that works around the injuries, yet challenges the client up to their limits."

RECOVERY FROM OPERATIONAL STRESS INJURIES

Physical fitness is equally important for soldiers recovering from Operational Stress Injuries (OSIs).

"[Exercise] serves as a time-out from stressful thoughts and feelings," said Krista Grant, the RAFTS at 5CDSB Gagetown. "Exercise involves focusing on the body to distract you from your daily worries."

PT furthers the ability for soldiers to recover from OSIs by forcing them to focus completely on the exercises they are conducting.

"Increased endorphin output caused by exercise act as mood enhancers," said Ms. Grant. "When members engage in physical activities they enjoy, we see the greatest increase in mood and mood state which is important to the recovery process."

For Ms. Grant, it is important to "have a healthy body and mind as well as early and regular communication. In so doing, the member is provided with the utmost care to re-integrate them into their unit, or establish the ease into transition should they choose another life path."

When asked for advice for recovering soldiers, Sgt Matush emphasizes that "whether a soldier is recovering from a physical injury, mental illness or both, there is one resounding piece of advice that rings true: keep moving."

S-PKI Project team leads Stephen MacDonell, Xiaolan Yang, and Dan Currie.

THE INNOVATORS column features members of the Defence Team who have demonstrated front-line innovation and ingenuity. These profiles use real-life stories to illustrate the innovative ideas that these individuals had, those which have been implemented and the potential impact the new ideas may have on the Defence Team.

PASSPORT TO THE CLASSIFIED SIDE – The Secret Public Key Infrastructure Project

Most work days start the same way, with personnel logging into their desktops by entering an assigned username and a password of their choosing. When it comes to our computers and devices, the username/password combination is ubiquitous, but is it enough to protect our most sensitive information assets?

When working at Defence, being mindful of security is part of the job. But for the engineers at Director Information Management Engineering and Integration (DIMEI), under Assistant Deputy Minister (Information Management), ensuring the Department meets the highest standards of security is a passion and driving force.

So two years ago, the project team set their sights on strengthening the department's ability to protect its networks within secret domains through the Secret Public Key Infrastructure (S-PKI) project. To do this, the team significantly changed current processes by introducing a key new concept: the smart card login.

Xiaolan Yang, project manager of the S-PKI project.

"This team is not only using PKI technology to improve our IT security posture on our main classified network – they are also having a key influence on how we use this technology to improve interoperability with our closest allies," said Colonel Donald Rousseau, director DIMEI. "The level of technical expertise in this team is truly impressive."

TIGHTENING SECURITY WITH A SMART CARD

To the more than 12,000 users of the Consolidated Secret Network Infrastructure (CSNI), the process for logging into their accounts is fairly straightforward: a username and password is all that is required to access classified materials.

"The smart card login is very different from today's system," said Xiaolan Yang, project manager of the S-PKI project. "You'll insert your card into the reader and provide a PIN [personal identification number] to unlock the credentials stored on the smart card. After the system authenticates your credentials, you're in!"

It sounds simple. And from the user experience – as those who use the PKI on the Defence Wide Area Network (DWAN) can attest – it certainly is. But underlying this simplicity is a rigorous framework that ensures a strong link between the user and the certificate stored on the smart card.

"A PKI certificate is like a passport," explained Ms. Yang. "To get a smart card and certificate, you have to go through a very rigorous process. So when the information system receives your certificate, you in fact identify who you are. This is much more secure than a username/password."

The current username/password system for CSNI was identified as an area of concern in a 2009 Chief of Review Services (CRS) audit report, and the new system directly responds to the report recommendations.

"You could share your user ID and password with your kids," explained John Hersey, a consultant working with S-PKI project. "But having the smartcard and the certificate dramatically increases the assurance level for accessing sensitive systems and data."

INTEROPERABILITY, REUSABILITY, AND THE MANY BENEFITS OF S-PKI

While strengthening network security through use of a smart-card addresses some of the key findings of the CRS report, there was another motivating factor that propelled this project forward: ensuring interoperability and information sharing with Canada's allies.

"To access US Department of Defense resources requires strong authentication, which meant switching to PKI," said Ms. Yang.

These resources include web information, which is essential to support CAF and allied military operations. For example, a member of the Defence Team involved in mission planning might require classified information from Canada's allies in the US or another Five Eyes partner in Australia, New Zealand, or the United Kingdom.

"Our allies need to know exactly who is crossing the boundary," stated Mr. Hersey. "This is not a nice to have – we need this capability."

Beyond increased security and interoperability, the potential to reuse this technology in other areas makes it a more cost-effective solution, resulting in greater efficiency in the use of scarce Defence resources. Leveraging a single solution across different SECRET domains will reduce development costs, as well as in-service support costs by limiting the number of PKI solutions deployed.

SELF-SERVICE CAPABILITY

But from the user perspective, perhaps one of the most notable benefits to the new system is the associated self-service capability. Traditionally, forgetting your password would necessitate a call to the helpdesk – in fact, password reset accounts for approximately 70 per cent of all helpdesk calls. But the S-PKI has been created with a self-service capability where users can retrieve their password themselves.

"When you register in the system, you are going to set up three security questions. So if you forget your password, you can go to the portal to reset your password," explained Ms. Yang.

With the many improvements associated with the S-PKI, it should come as no surprise that team members are already receiving rave reviews from allied counterparts for their innovative approach. The team was also recently recognized at the Nova Awards ceremony, ADM(IM)'s annual corporate awards event, which was attended by the Deputy Minister.

In the coming months, the team will be busy overseeing the project pilot and the eventual implementation, which is expected to begin in the fall. But working such long hours together shouldn't be a problem for the S-PKI team, as Ms. Yang declared: "the best part of the Project for me is the teamwork, working with such talented people." ♣

CAF TAX SLIPS GOING PAPERLESS

For the 2014 tax year, official T4/R1 tax slips will be going paperless. This is as part of the government's green initiative and will also reduce costs.

Official tax slips will now be posted to CAF members' Employee Member Access Application (EMAA) accounts at: **img-dcb-aemaa01.forces.mil.ca**. By default, tax slips will be available for download. Additionally, you can elect to have them sent to the e-mail addresses on record in your EMAA account.

To make this work, each CAF member is required to carry out specific steps as soon as possible to ensure your tax slips are received in a timely manner.

If you have an EMAA account and plan to download your tax slips you are ready. If you want to receive your tax slips another way, follow these steps below according to your circumstances.

I have an EMAA account and wish to receive my tax slips by e-mail.

- Please visit the EMAA and log into your account.
- Click on "My Income Statement" on the left side bar.
- Click on "Delivery Options" on the left side bar.
- Click the option to receive your T4/R1 tax slip by e-mail (the default option is that the T4/R1 slip will be posted on EMAA and can be printed from there).
- At the bottom of the page, verify that the e-mail address on record is up-to-date.

I have DWAN access, but I don't have an EMAA account.

- Please visit the EMAA website and create an account.
- Follow the steps above.

I would like to set up an EMAA account, but I don't have regular DWAN access.

- Please contact the Human Resources Information Centre in Ottawa at 613-996-3333 or 1-888-507-1111 and select option 1 if you require help to create an EMAA account.
- Note that a new EMAA account must be created from a DWAN computer. Once created, it can be accessed from a non-DWAN computer.

Access to or the creation of an EMAA account is not practicable for me.

- Please contact your supporting pay office to request that your T4/R1 be mailed to the address on record in the Central Computerized Pay System or Revised Pay Systems for the Reserves.

For more information, please read CANFORGEN 003/15 at: **vcds.mil.ca/vcds-exec/pubs/canforgen/2015/003-15_e.asp** ♣

KNOW YOUR BENEFITS: CAF Leave Policy amendments

Recently, amendments to the Canadian Forces Leave Policy Manual were introduced to improve clarity and optimize flexibility for commanding officers.

These changes include new options for the use of Short Leave. Previously, commanding officers had the authority to approve up to 48 hours of Short Leave each calendar month.

Short Leave can now be divided and issued throughout the month. Members can be granted Short Leave for periods as small as half a day, to a combined limit of two full days per calendar month.

Also, four days of Short Leave could not previously be granted back-to-back and needed to be separated by at least one day of annual leave or duty. Now, commanding officers can grant four Short Leave days in a row, by authorizing two days at the end of one month, followed by two days at the start of the next month.

For information on this and other Leave Policy Manual amendments, please refer to the "Amendments to the Canadian Forces Leave Policy Manual" CANFORGEN 189/14 CMP 088/14 281726Z ♣

GEN WITHERS shared his love of the military

General (Ret) Ramsey Withers enjoyed sharing his knowledge of Canadian military history and his wonderful sense of honour twice a week at the Canadian War Museum (CWM), where he volunteered as an interpreter up to the week of his passing.

Gen Withers, who was Chief of the Defence Staff from 1980-1983 and had been the oldest living former CDS, recently passed away at the age of 84 and was laid to rest January 10 at the National Military Cemetery in Ottawa.

Gen Withers was CDS number six and achieved great things as a military member and civil servant. A decorated veteran, Gen Withers selected the Royal Canadian Corps of Signals in 1949 and served with the Royal 22e Régiment during the Korean War.

PRIDE IN HIS TROOPS

In a recent interview with The *Maple Leaf*, Gen Withers talked about his role as CDS and the pride he had in his troops and being able to care for the CAFs greatest asset 'its people'.

When he talked about his role at the museum, Gen Withers referred to himself, with a laugh, as a "live artifact or a certified relic" and loved sharing his military heritage, especially with the young officer cadets, who never knew who they were talking with.

"I don't tell them I was CDS ... I'm there as a veteran of the Korean War, who fought in an infantry battalion," he said proudly.

RISE THROUGH MILITARY RANKS

Gen Withers attended Queen's University (Science '54, Alumni Achievement Award). In 1956, he was posted to the Royal Canadian Dragoons in Petawawa and then Germany. He continued to rise through the ranks and was appointed founding commander of Canadian Forces Northern Region (Yellowknife), Commander Canadian Forces Europe, and ultimately CDS.

His 35 years of regular service was complemented by his six years of Reserve service as Honorary Lieutenant-Colonel of the Governor-General's Foot Guards. Following his retirement in 1983, he became involved with the CWM where he held various positions for over 25 years.

CANADIAN FORCES REAL PROPERTY OPERATIONS GROUP TALKS CENTRALIZATION

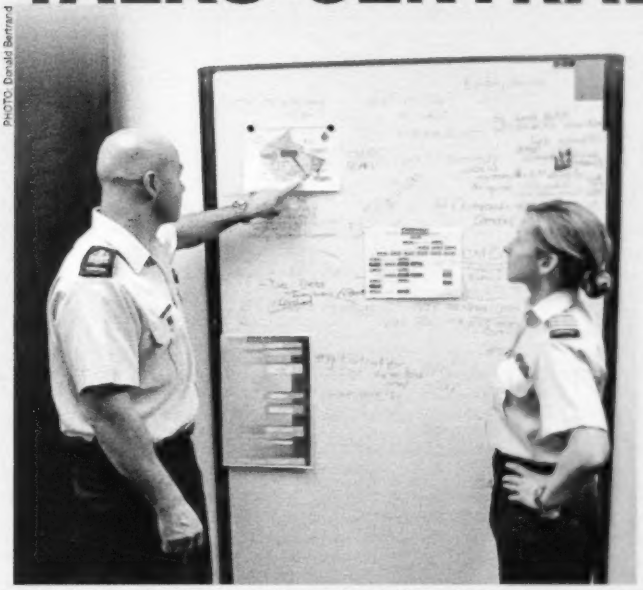


PHOTO: Donald Bertrand

CWO Gilles Caouette and Col Darlene Quinn work on Real Property Management formation.

Colonel Darlene Quinn, commander Canadian Forces Real Property Operations Group, is responsible for a huge part of the Real Property Management transformation at Defence. Recently she shared her thoughts on the progress.

What is real property centralization?

I've spoken to a number of people who believe that we are centralizing because it's a growing trend across government, but centralization is only a means to an end. What we want to accomplish is really better management of real property (RP), which includes both departmental infrastructure and the environment.

What are some specific examples of centralization?

For example, if a commander needed to fix his airfield in order to accomplish his operational air mission, he would have the budget and control of the resources required to be able to do that, as opposed to in the past where they had a separate stream for infrastructure funding and work, independent of local commanders. During this time, the individual parts of the portfolio were well managed, but what we have found 20 years later is that the department no longer has coherent management across the entire portfolio. Basically, we had nine different custodians doing nine different things over nine different pieces of the portfolio. Understandably they had become as efficient as they could be individually and the only way to unlock more potential would be to have a single authority manage at the portfolio level.

What kind of efficiencies are we talking about?

Something as simple as contracting. We often have bases that are very close together geographically, that belong to different organizations, for example, Kingston and Trenton. Here one is an Army base and the other an Air Force wing and they are less than an hour apart. They often use the same contractors to do the same kinds of work, but they are required to do the contract management separately. This is because they are managed by two different authorities. If you construct your contracting to be geographical in this example, you could combine the contracts and get a better unit price due to economies of scale.

Defence is a large federal department with more real property than any other department; we should be able to use our size to get better pricing and better value. This is what the government of Canada wants, and this is how the Department of National Defence can contribute using our portfolio.

Can you explain the history of this centralization?

The government directed us to centralise our RP based on the Fall 2012 Auditor General's report, but I think that within the engineer community these are things we have always known needed to be done. For example, we have always known that a cohesive strategy for certain asset classes, such as heating plants or accommodations, would be a benefit to everyone, but we weren't able to accomplish strategic asset management in the previous structure.

Similarly, regional development planning is easier when the portfolio is managed by a single authority and making investment decisions is more effective when we are all measuring the condition of our infrastructure in the same way. While the auditor general commented on some of these efficiencies, we knew they were there; we just did not have a mechanism to change. So this transformation and centralisation is giving us the ability to do it – giving us the tools. We have an awful lot of talented people that work in infrastructure and environment across the country, and bringing them together in a single organization will allow them to be greater than the sum of their parts. We will be able to take all the energy employees are putting into solving individual, but problems and share those solutions so that their efforts can go into improving other areas. Even some of the simple things like having one location sponsor, a single staffing action for common positions across the country will save us significant effort.

What are the centralization timelines?

Effective April 1, 2014, we got ourselves down to four custodians, CA, RCN, RCAF and ADM(IE). In effect the ADM(IE) is a custodian of all RP that had belonged to small I.Is as well as all real property in the North.

April 1, is the target for the transition of the RCN's portfolio. The RCN expressed an interest for turning over their infrastructure a year in advance of the original 2016 plan. We saw a real opportunity to stand up the entire Pacific region. This will be the prototype of what the regional RP Ops structure would look like. The RCAF agreed to transfer the RP at 19 Wing Comox to us in order to add that to the Esquimalt portfolio. There are a few reasons why this made sense: while everyone sees the benefits of centralization and where we are moving as a department, it is also an opportunity to have us manage some of the RCAF's operational infrastructure before we took on their entire portfolio of operational infrastructure. So again, it's one of those things where we can start small, identify any friction points, and then refine for full operational capability (FOC). The CA then agreed to turn over their training areas and armouries in the Pacific region and assumption of those responsibilities so that our new RP Ops regional unit would have responsibility for all RP in the region.

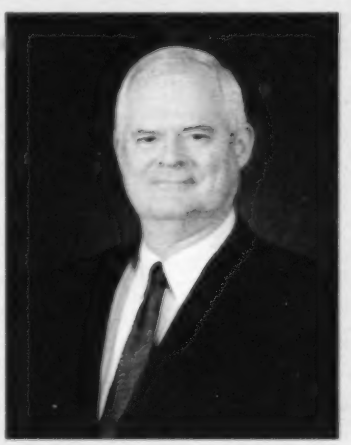
The Pacific region is a good area as the first unit to stand up because it encompasses the full suite of operational infrastructure that Defence has. It contains an operational airfield, operational jetties and operational ranges, including water ranges and training areas, as well as the entire infrastructure associated with those. So while it is the smallest region, we are going to learn important lessons before taking on the rest of the portfolio.

Our goal is to stand up that region, complete with all of the positions filled that have been identified for that unit, located in Esquimalt. It's very quick. It's a very ambitious plan, but we have a lot of very good human resource support dedicated to us to allow us to move ahead quickly. I am completely confident we will have people in place by April 1. It doesn't do much good to stand up a headquarters in name only, we are not going to learn anything useful unless we actually have people working in those positions, so this is very exciting for us and we are looking forward to that point.

Of course, April 1, 2016 is what we are targeting for FOC, so we have a lot of work to do between now and then. I have full confidence we will be ready for FOC. We have a team that is completely passionate about what they are doing and a community of infrastructure and environmental specialists that are totally engaged, so I have no doubt we will succeed together.

ASSISTANT DEPUTY MINISTER ADM (INFRASTRUCTURE AND ENVIRONMENT)

THE TRANSFORMATION JOURNEY WITHIN ADM(IE)



ADM(IE) is going through a lot of change these days. Through ADM(IE), the department is gradually bringing together, into one portfolio, an estimated $26 billion in real property assets, ranging from buildings and armories to roads and works. The top priority for ADM(IE) will be to build and manage an affordable and integrated portfolio of DND Real Property assets and to proudly deliver top quality services designed to support Canada's Armed Forces and promote environmental sustainability.

The ADM(IE) organization is steadily building the business processes and the human capacity to manage DND's national portfolio of real property assets; holistically and strategically. Through this period of change, ADM(IE) will continue to deliver on our core commitments – our *Canada First* Defence Strategy commitments, support to operations, to corporate priorities and program activities, to the Government of Canada's environmental agenda through the Federal Sustainable Development Strategy, and Government of Canada objectives related to real property.

I invite you to take a few minutes to read the following articles to learn about the work that ADM(IE) is doing.

Jaime Pitfield,
ADM(IE)

REAL PROPERTY MANAGEMENT DND:
A TRANSFORMATION IN PROGRESS

The word "transformation" has been tossed about for a while now in relation to real property management at National Defence. It is the right word to use. Transformation means fundamental, dramatic change, and that is exactly the kind of change ADM(IE) are making to real property (RP) management. Organizations that transform and look completely different when they are done – and ADM(IE) will too.

"We have restructured the IE Group and are well-advanced on our path to centralizing real property management. We are now the single real property portfolio manager and have started to undertake strategic asset management analyses and make progress in the allocation of divestiture and maintenance and repair funding," explained Peter Oberle, director general of ADM(IE) Transformation.

ADM(IE) has already transitioned from nine to four custodians and all RP in the Pacific region will be transferred to IE on April 1, with the balance of the portfolio being transferred in just 14 months. A shared approach is being developed for the management of environmental obligations and risks associated with force generator activities and with real property. As well, Phase II to replace some 28 Real Property Information systems to help facilitate IE's work, also beings shortly.

Mr. Oberle reiterated that "with the new organization taking shape, it is time to put the rigour behind our expectations on our business goals – the outcomes we need to deliver with our newly developed capacity for enterprise-wide portfolio management."

It is also time to shore up the new IE organization. All IE staff members are feeling the effects of being in the midst of a fundamental transformation – there has been a lot of change. Accordingly, IE is striving to work together to build a culture of management excellence, lay out a clear direction forward, take a look at skills and learning opportunities, ensure a proper work-life balance, strengthen internal communications, and foster independence and innovation among staff.

IE has important work ahead – mainly, the responsibility for managing some $25 billion in assets. How those assets are managed has a direct impact on the health and safety of Canada's Armed Forces and their readiness to defend Canada.

NATIONAL REAL PROPERTY DEVELOPMENT PLAN

The National Real Property Development Plan (NRPDP) is the urban development plan that helps base or regional commanding officers with the long-term development and improvement of their lands and the administration of their capital assets (CA).

Urban planner, Valérie Baillard, section head, Land Use and Development Planning, says the plan is extremely useful when deciding, for example, whether to construct a building, whatever its function, or to dispose of it. If the final decision is to build, it is easy to determine the site by consulting all the information in the plan. In fact, all activities associated with the development of property and capital assets on a base must be guided by the NRPDP.

"When the purchase of the Carling Campus by the Government of Canada was announced a few years ago, it became clear that the National Plan we were using would have to undergo a major update," said Ms. Baillard. "So in the ensuing months, DND undertook an exhaustive review of its footprint in the National Capital Region."

Managers at ADM(IE), supported by the urban planners at Defence Construction Canada, brought the project to fruition. Their primary goal was to ensure future actions would not conflict with present land use plans. Fortunately, the document has a life span of 30 years and to keep it as current as possible the plan is revised every five years, or as required by circumstances.

This plan remains critical to the proper functioning of our organization. Approved at the end of September 2014, this plan will help decision-makers properly manage DND capital assets, while at the same time ensuring respect for the people around us.

"With all the changes currently taking place at DND in the areas of infrastructure and environment, this coming year will be interesting and present us with some amazing challenges," said Ms. Baillard.

STRATEGIC ASSETS
DEVELOP A GLOBAL VISION OF CAF NEEDS

Given the limited financial resources of the CAF, strategic property investments need to yield the best results for effective CAF operations. For example, which of the following would be the best investment? A hangar for CF-18s at 4 Wing Cold Lake, a garage for armoured vehicles in Valcartier, a headquarters in Halifax, or a recruiting centre in Toronto?

Although some of the answers are obvious, others are not.

"Given the current centralization of real property management within Defence, we have no option but to undertake a strategic study of our assets [over 20,000 buildings and structures] to maximize our future returns on investments. Each year, the department invests over a billion dollars to meet its infrastructure needs," said Lieutenant-Colonel Jérémie Emond, Defence Real Property portfolio coordination manager.

"This need led to the creation of a small team within the Assistant Deputy Minister (Infrastructure and Environment), which is now working to draw up a list of strategic assets vital to the operations of the CAF," said LCol Emond. "Once this inventory of all our assets is complete, an analysis, cross-sectional rather than local/topical, will be carried out in order to establish our priorities and earmark financial resources for maintenance and construction. The days of intuitive decisions by local officials will soon be gone; it's time to develop a global vision of the needs of the CAF and to consider effective and innovative solutions to resolve current problems."

To facilitate this list of strategic assets all capital assets have been placed in four categories:

- mission-critical facilities;
- facilities in direct support of the mission;
- indirect support of the mission (facilitators); and
- indirect support of the mission (facilitators).

This categorization makes it possible to maintain financial resourcing and speed up development of certain projects for the CAF by adequately resourcing the project team.

A strategic analysis will be carried out for each of the asset categories, giving a global perspective of the total cost of this class of assets and allowing for better decisions. In other words, the data obtained will give a more accurate picture and enable future work to be programmed in a more comprehensive manner.

The duration of each analysis will vary according to the complexity of each class of assets.

"We hope to complete two or three analyses a year. The next category of strategic assets to undergo analysis will be accommodations on the bases. The final results of all these studies will help us make better use of the funding we receive to maintain our capital assets. Not only that, this will help speed up the decision-making process, which will certainly make the various users happy," said LCol Emond.

Capital Asset Categories:

1. **Mission-critical facilities (use of force)**
   - Command and control
   - Operational hangars
   - Operational runways
   - Operational jetties
   - Emergency response / fire / search and rescue
   - Transmitting and receiving sites
2. **Facilities in direct support of the mission (Force generation)**
   - Maintenance hangars
   - Jetty maintenance
   - Training / classrooms and training areas
   - Recruiting
   - Accommodations (remote sites)
   - Research and development sites
3. **Indirect support of the mission (facilitators)**
   - Logistics
   - Transportation
   - Facilities management
   - General safety and environment
   - Base operations
   - Physical fitness
4. **Other (morale and well-being)**
   - Gymnasiums and swimming pools
   - Skating rinks
   - Canex /Tim Hortons
   - Family accommodations (non-remote sites)
   - Chapels

Have you ever felt tired from playing video games late into the night or felt irritated or anxious when not gaming? Have you deceived family members or co-workers about the amount of time you spend playing video games? Have you used gaming as a means to escape bad moods? Finally, have you ever unsuccessfully attempted to limit your game playing? If you can relate to any of these situations, you may have an 'internet gaming disorder'.

IDENTIFYING THE PROBLEM

The Diagnostic and Statistical Manual of Mental Disorders (DSM-5) is basically the diagnostic "bible" used by mental health professionals and it uses the term internet gaming disorder (IGD) to categorize individuals who's playing causes significant problems in many areas of their life. Experts have provided a number of signs to watch for including: being preoccupied with gaming, experiencing withdrawal effects such as irritability when not gaming, and an increased need to spend more time playing games.

For most people, video games are a way for individuals to unwind, connect with friends and be entertained. Video games are attractive because they are so diverse, accessible, and legal. There are several different types and genres (e.g., shooter, casual game, role-playing games, action games, real time strategy, sports, etc.), which can be played on different platforms (e.g., home computer, handheld console, or even mobile phones and tablets).

TIPS AND SIGNS TO WATCH FOR:

For those that are interested in gaming and want to keep it in check, here are a few simple tips to follow:

- Outline priorities ahead of time (e.g., work or other responsibilities before gaming).
- Pay attention to how much time you spent gaming.
- Plan designated times for gaming.
- Turn off your computer and mobile phones at certain times each night.
- Limit the number of hours you play video games and your exposure to them.
- Engage in offline gaming activities such as sports, and social activities with friends and family.

If you are unsure if your gaming or that of a friend or family member is becoming a problem, here are some signs to watch for:

- decreased interest in other activities,
- visibly agitated or anxious when not gaming,
- distorted perception of time,
- sleep difficulties and/or restlessness,
- headaches,
- poor eating habits,
- decreased performance, and/or neglecting duties, and
- replacing social time with video games.

While some of these signs are non-specific, the important message is to check and if you are concerned, here are some resources to access information and seek help:

- CAF Health Services: Addictions Services
- Centre for Addiction and Mental Health
- Family Force - Military Family Resource Centres (MFRC's)
- Member Assistance Program.

ROYAL CANADIAN DENTAL CORPS CELEBRATES 100 YEARS

During the First World War, British Army dental consultant Sir Cuthbert Wallace noted "the Canadians have a very perfect dental organization. The British service might well copy the Canadians."

A century later, this statement continues to reflect the effectiveness of the military oral health care system provided by the Royal Canadian Dental Corps (RCDC). The RCDC has served Canada in both World Wars, Korea, Afghanistan and many other peacemaking, peacekeeping, humanitarian, domestic and forensic operations, while concurrently ensuring the oral health readiness of our soldiers, sailors and aviators at home.

"Since its inception the RCDC has enjoyed a well-deserved reputation for providing excellence in dental care," said Brigadier-General Jean-Robert Bernier, surgeon general. "As an integral element of today's Canadian Forces Health Services Group, the RCDC continues to merit and expand its international reputation as an innovative leader in key areas of military dental and forensic capability."

The history of the RCDC can be traced back to the Boer War in South Africa from 1899 to 1902. For the first time, Canadian dental surgeons operated in a theatre of war. The great number of soldiers who presented with orofacial emergencies related to trauma and disease established the fact that dental services in the field were indispensable. The Canadian Dental Association (CDA) recognized this need while the Boer War was still on, and encouraged the Government of Canada to form a Regular Army Dental Staff. General Order No 98, dated July 2, 1904, established Dental Surgeons in the Canadian Army Medical Corps.

At the beginning of the First World War, many recruits were rejected for dental reasons. Only 26 dentists were attached to various medical units and they could not meet the demand for clinical care to make Canadian recruits ready to deploy. On May 13, 1915, General Order No. 63 authorized the Canadian Army Dental Corps as a separate corps in the Canadian Army. The Corps subsequently evolved into the Canadian Dental Corps in 1939 due to its joint responsibilities, was honoured with a Royal Warrant in 1947 and became the Royal Canadian Dental Corps, and then became the Canadian Forces Dental Services in 1969 following CAF Unification. The Corp's name was restored to RCDC in 2013.

The CDA is playing a central role in commemorating the RCDC Centennial, reflecting CDA's role in establishing a military dental service in Canada and the close partnership enjoyed by CDA and RCDC since that time.

"For over 100 years, the CDA and Canada's military dental services have worked closely together towards the shared goal of promoting high quality oral health care," said Dr. Gary MacDonald, CDA president. "The CDA and its members across Canada are extremely proud of the achievements of the RCDC over the past century."

The Canadian War Museum will be presenting an RCDC exhibit, May 13 to November 15.

"The Canadian War Museum has done an outstanding job of authentically capturing the story of how the RCDC has cared for Canada's soldiers, sailors and aviators at home and abroad over the last century, while concurrently undertaking other defence missions," said Colonel James Taylor, CAF director of Dental Services.

FAQ

ASK THE EXPERT: Reducing the risk of ACL Injuries

Q: My daughter is 14 and plays competitive soccer. While she loves the sport, I am concerned about her risk of being seriously injured. This fear was reinforced when one of her teammates badly hurt her knee and is now cheering from the sidelines while she awaits surgery to repair her ACL ligament. Are ACL injuries common in sports and can anything be done to prevent them?

– An anxious soccer mom.

A: Dear Soccer Mom;

The anterior cruciate ligament (ACL) is the major stabilizer of the knee and injuries to this ligament can be sport and career-ending experiences. Nearly a quarter million North American athletes injure this ligament every year. ACL injuries are more common in females and they occur most often in sports such as soccer, football and basketball, where participants perform a lot of twisting on their knees.

The good news is that lots of research has been done in this area and the risk of experiencing an ACL injury can be significantly reduced by doing something called "neuromuscular training". Studies have shown that doing this type of training at least twice a week can reduce the risk of ACL injuries by over 60 per cent. This doesn't require taking a second mortgage on your home to buy an expensive piece of equipment. In fact it doesn't cost anything to implement. All the team needs to do is add some specific agility and strength training activities into their warm-up.

FIFA, soccer's international governing body, has developed its own neuromuscular training program called *FIFA 11+* which offers a complete warm-up program to reduce the incidence of injuries in soccer players 14 years and older. Videos and manuals for this excellent injury prevention program can be found at **f-marc.com/11plus/home/**.

The bottom line is that ACL injuries are far too common, but like all injuries there are things which can be done to prevent them. Talk to your daughter's coach about incorporating *FIFA 11+* into her team's warm-up drills – you may discover they are already using this program. At the very least, teach your daughter the exercises and have her practice them on her own. Trust me on this – preventing an ACL injury is far more effective than trying to repair one that has been damaged.

— Dr. Darrell Menard MD Dip Sport Med

For more information on taking control of your health and well-being, please visit Strengthening the Forces.

FEBRUARY IS BLACK HISTORY MONTH

Every February since 1995, Canada has been celebrating the legacy and contribution of its Black citizens, past and present, during Black History Month.

As Canada is wrapping up the commemorations for the War of 1812, the contribution of Black Canadians to this conflict should not be forgotten. Black citizens played an important role in the colonial militia and were very active in the defence of Canada during this conflict.

During the two great wars of the past century, Black Canadians contributed to the war effort despite the racial prejudices, notably of some army recruiting officers. During the First World War, many commanding officers feared it would be difficult to integrate Blacks into White units. This led to segregated Black units being formed so that Blacks could participate in the war.

On July 5, 1916, the military command authorized the creation of the No. 2 Construction Battalion, a unit primarily composed of black Canadian enlisted men. This move allowed for the conscription of black Canadian men in other units for the remainder of the First World War. It was the only Canadian Black battalion in the First World War. During the Second World War, black Canadians were included in Regular Army and Officer Corps.

HISTORIC CONTRIBUTIONS

Throughout the country, we honour the many achievements and contributions of black Canadians who, throughout history, have done so much to make Canada the culturally diverse, compassionate and prosperous nation it is today. Some of these historic contributions to the Canadian Armed Forces are:

- In 1604, some 400 years ago, the first recorded person of African heritage set foot in what would become Canada. Mathieu Da Costa arrived with the French explorers Pierre Du Gua De Monts and Samuel de Champlain. Da Costa, a free man who worked as an interpreter, provided an invaluable link with the Mik'maq people encountered by the Europeans.
- Black Canadians contributed to the wartime efforts during the War of 1812, where the Coloured Corps fought in the Battle of Queenston Heights, a decisive engagement with the Americans. The Corps had been established thanks to Richard Pierpoint, a black Loyalist and Canadian hero.
- While serving onboard of Her Majesty's Ship *Shannon*, William Hall, the son of a former slave, won the Victoria Cross during the relief of Lucknow, India. On November 16, 1857, with the gun crews injured and unable to effectively fire their guns, Mr. Hall and his wounded gunnery officer moved and fired the guns by themselves, until breaches were created in the fortress walls, permitting the infantry to move in, remove their besieged compatriots, and fight their way out of the city to safety.

During Black History Month, many ceremonies are held throughout the country. It is also a time to remember the sacrifices of our personnel, past and present. Still today, as a proud witness and pioneer of respect for the Canadian social and cultural mosaic, the Defence Team makes a point of valuing diversity, viewing it as a source of creativity and strength that contributes to the CAF's operational capacity. It is an asset to all civilian and military personnel in every way.

For information, go to **www.cic.gc.ca/english/multiculturalism/**

ROYAL CANADIAN NAVY REMEMBERS THE GREAT WAR

A solemn ceremony commemorating the 100th anniversary of the loss of three Royal Navy ships and 57 Royal Naval reservists from Newfoundland during the First World War was held January 13 in St. John's.

"Canadians owe it to their history and to their country, to remember the sacrifices of our sailors during the First World War," said Justice Minister Peter MacKay. "These losses were so keenly felt in the small rural towns across Newfoundland and Labrador and can never be forgotten." The three Royal Navy ships lost in the winter of 1915 were: HMS *Viknor*, sunk January 13; HMS *Clan McNaughton*, sunk February 3; and HMS *Bayano*, sunk March 11.

HMS *Viknor* and HMS *Clan McNaughton* are thought to have been sunk due to either heavy weather or mine strikes, and HMS *Bayano* was torpedoed by the German submarine U-27 off the coast of Ireland.

The 57 Royal Naval reservists from Newfoundland are commemorated on a memorial at Beaumont Hamel, France, as well as on the Caribou Memorial in Bowring Park, St. John's.

"Our Government is committed to honouring the memory of our brave men and women who served Canada during the First World War. All Canadians should take the time to commemorate the sacrifices made by Newfoundland and Labrador and Canada during that conflict," said Defence Minister Rob Nicholson.

Newfoundland was the first colony where a Naval Reserve was formally established in 1902. The number of inshore and deep sea fishermen in Newfoundland and Labrador was seen as a rich source for potential recruits.

Also in attendance at the ceremony were members of Naval Reserve Unit HMCS *Cabot*, as well as family members of the lost sailors.

PHOTO: Kelly Gosse

Newfoundland NDP MP Jack Harris (left), and Federal Justice Minister Peter MacKay, lays a wreath at the Caribou War Memorial at Bowring Park to commemorate the Newfoundland sailors lost on three ships 100 years ago during the First World War.

DEFENCE ETHICS PROGRAMME / PROGRAMME D'ÉTHIQUE DE LA DÉFENSE

Credit where credit is due

This dilemma comes from our archives. Due to ongoing interest in the following issue, we decided to republish it this month. We will comment on the January dilemma next month when readers have had more opportunity to give feedback.

Petty Officer, 2nd Class Franklin, fairly new to the unit, stands beside PO 2 Bordeaux on parade during monthly divisions at a Navy school. Both watch as their section Officer Commanding (OC), Lieutenant(N) Peakman, is called forward to accept an award.

"Congratulations," says the school commandant, presenting him the Commandant's Bravo Zulu (BZ) Award. "Your innovative redesign of Seamanship Division's replenishment at sea (RAS) trainer will make training safer and more realistic, and will save the school significant training time!"

"Hmmph," mutters PO 2 Bordeaux. "There he goes again!"

Later at coffee, PO 2 Franklin approaches PO 2 Bordeaux.

"What's up, Rollie? You're not celebrating—and you seemed unhappy with the BZ being awarded to the section OC."

"You mean you didn't know?" PO 2 Bordeaux replies. "Peakman had nothing to do with redesigning the RAS trainer. It was all the work of your guy, Master Seaman Waters. The sum total of Lt(N) Peakman's contribution was to take the credit and get the award—something he's well-known for around these parts! Everybody but the commandant knows it."

PO 2 Franklin later asks around and finds out that PO 2 Bordeaux's allegation is completely factual. MS Waters, a creative and intelligent young boatswain, had been working on redesigning the trainer since joining the unit three years ago—when he witnessed a training accident that could have caused very serious injuries.

PO 2 Franklin considers his situation: MS Waters should get credit for his work. He'd been told the commandant is a scrupulously fair officer, but he also knows he insists on the strict use of the divisional system. And he has little faith in the impartiality of his divisional officer, Lt(N) Peakman.

As an observer adopting a Defence ethics point of view, what advice would you give these people?

Ethically, what would you do? Reader feedback is welcome at: **+Ethics-Ethique@CRS DEP@Ottawa-Hull**.

FAREWELL DEAR GLADYS

In Springdale, Newfoundland there was a woman who wore a different uniform, who served a different Army, a woman many CAF members knew by her written words.

This woman, 91-year-old Gladys Osmond, known as Dear Gladys to many soldiers, peacefully passed away January 14 with 9 Wing Commander, Lieutenant-Colonel Kevin Boone and 9 Wing Operations Officer, Captain Carl Squires at her bedside. A commissioned Salvation Army Captain and minister, Ms. Osmond wrote her first letter to a Canadian soldier serving overseas in 1983 and founded the Granny Brigade, a group that has written to countless CAF personnel serving in all parts of the world.

Ms. Osmond wrote over 400,000 letters to CAF members spanning three decades, and her dedication to writing the troops remained an important part of her day. She had made a promise to herself that as long as she had eyes, the use of her hands, and as long as her brain still worked, she would be writing to soldiers.

When a soldier would write back, Ms Osmond would place a star on her map of the world which hung on her bedroom wall. Her conviction for letter writing to deployed troops was so they did not feel forgotten or alone.

Ms. Osmond's devotion and dedication to soldiers, sailors, airmen and air women of this country, was like no other. The author of "Dear Gladys... Letters from over there" holds The Order of Newfoundland, among many other awards and commendations, including Canada's Caring Canadian Award. ●

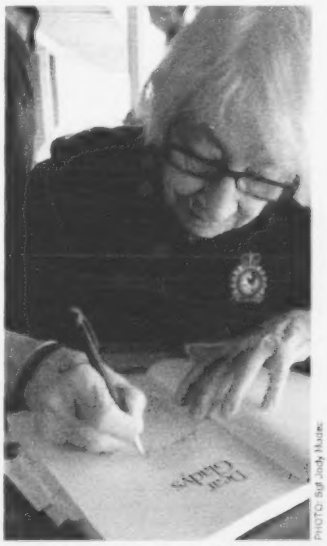


PHOTO: Sgt Jody Hunter

Gladys Osmond signs a copy of her book *Dear Gladys* in early December 2014.

January ANNOUNCEMENTS

The Defence Team came back after the holidays with numerous announcements in January, kicking off the year at a high tempo.

January 18

Canada's relationship with Lithuania reaffirmed

Defence Minister Rob Nicholson met with Lithuanian Minister Defence Juozas Olekas in Ottawa. Joined by many senior Defence and CAF officials, the two ministers addressed a number of common defence and security issues, including Russia's ongoing aggression and interference in Ukraine, coalition efforts against ISIL, and the outcomes of last fall's NATO Summit in Wales.

January 19

Governor General visits CFS Alert

David Johnston, Governor General and Commander-in-Chief of Canada, visited CAF members and civilians at Canadian Forces Station (CFS) Alert, Canada's most northerly military installation, on January 19 and 20.

January 22

CDS attended NATO Military Committee Meeting

Gen Tom Lawson and his NATO counterparts discussed the key military challenges facing the Alliance at the NATO Military Committee meeting in Brussels, Belgium.

During the two-day meeting, NATO's Chiefs of Defence took further steps to implement the military commitments made at the NATO Wales Summit in September 2014.

The committee discussed the evolving global security environment and the associated implications for NATO; enhancing the Alliance's readiness and responsiveness through implementation of the Readiness Action Plan; updates on the Alliance's assurance measures in Central and Eastern Europe; NATO's Resolute Support training, advisory and assistance mission in Afghanistan; and strengthening NATO's military cooperation with key regional partners.

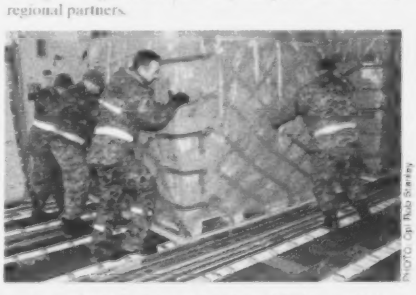


PHOTO: Cpl Rob Stanley

Members of 2 AMS slide a pallet of non-lethal humanitarian aid headed to Kuwait and Iraq, in a CC-177 Globemaster aircraft at CFB Trenton.

January 27

Op CARIBBE 2015 begins

HMCS *Winnipeg* is patrolling in the Eastern Pacific as part of Op CARIBBE 2015, Canada's contribution to the multinational campaign against transnational criminal organizations in the Pacific Ocean and Caribbean.

HMCS *Winnipeg*'s deployment marks the beginning of several naval and air deployments under Op CARIBBE scheduled for 2015.

The CAF have conducted Op CARIBBE since November 2006 and remain committed to working with Western Hemisphere and European partners to address security challenges in the region to disrupt illicit trafficking operations.

CDS visits deployed CAF members in Europe and Middle-East

CDS, Gen Tom Lawson, visited the officers and crew of HMCS *Fredericton* deployed on Op REASSURANCE and troops deployed on Op IMPACT.

During his visit, General Lawson had the opportunity to meet with deployed members, affirm the importance of their work and observe the results and effects of their contributions to those two missions, in the Mediterranean, Kuwait and in Iraq.

While in Iraq, Gen Lawson also met with regional officials to exchange information, and updated them on Canada's ongoing contributions to the mission.

For a full list of announcements, please visit the Defence Team site at: **dt-ed.mil.ca**.

HOW ACCURATE ARE CANADA'S STRATEGIC INTELLIGENCE FORECASTS?

Strategic intelligence helps high level decision-makers, such as senior government officials and military commanders, understand the circumstances and events around the world that will affect the safety, security and prosperity of Canada and its citizens at home and abroad. As Sherman Kent, the father of modern intelligence analysis, noted long ago, the intelligence assessments that matter the most to decision-makers are those that provide an indication of future conditions. Such forecasts can help decision-makers, such as state leaders or military commanders, anticipate future events, make informed decisions, and avoid strategic surprises.

Accuracy of Intelligence Forecasts

Dr. David Mandel, a Defence Research and Development Canada (DRDC) scientist, and Alan Barnes, a former Director of the Middle East and Africa Division in the Intelligence Assessment Secretariat of the Privy Council Office (PCO), set out to address an important, but previously unanswered question: *how accurate are the forecasts made by strategic intelligence analysts?*

The question—*how accurate?*—is important for several reasons. One is that intelligence is a costly enterprise. Second, intelligence is a consequential enterprise, affecting not only national security (and hence, to some extent, personal security), but also national opportunity. Capitalizing on opportunities requires leaders and policy makers to have good foresight and intelligence can support that.

To answer the *how accurate?* question, Dr. Mandel and Mr. Barnes studied actual forecasts that analysts made in their day-to-day work. They studied over 1,500 strategic intelligence forecasts by Middle East and Africa Division analysts over a six-year period. Barnes had been keeping track of how events in the world that were forecasted actually turned out, because to know how accurate forecasts are, one must also know what eventually happened. They also kept track of other factors, such as whether the forecaster was a junior or a senior analyst, whether it was an easier or harder call to make, and whether it was deemed to be of higher or lower importance for policy decision-making.

Canada's high forecasting quality

The good news is that Canada's strategic intelligence forecasters are quite good. The research showed a high degree of forecasting quality in the report production from a real, functioning intelligence unit that serves senior policy makers in the Government of Canada. Excluding a small number of cases where the analyst assigned a 50-50 probability—the proverbial coin-toss that points to no specific outcome—94 per cent of the forecasts pointed decision-makers in the right direction. That is, when the events actually didn't occur, most forecasts were issued with probabilities lower than 50 per cent. Likewise, when the events actually did occur, most were issued with probabilities higher than 50 per cent accuracy.

Secondly, they found that intelligence forecasts were very well calibrated. In other words, if one were to look at a set of forecasts of a given probability level, say 75 per cent they would find that about 75 per cent of those forecasted events actually occurred. That is, the forecasters' probabilities are proportional to the relative frequencies of event occurrence observed in the real world.

It was also found that senior analysts provided better forecasts than junior analysts and that the forecasters tend to be conservative in their forecasts, not overconfident in their assessments.

The research has also paved the way for a similar application of forecast quality studies in the Canadian Armed Forces (CAF).

"Obviously I am very happy with the results, given how well it reflects on our organization," said Stephen Burt, Acting Assistant Secretary to Cabinet for Intelligence Assessment at the Privy Council Office. "But we are just as pleased to have an objective evaluation of the accuracy of forecasts produced by our staff. It helps us refine our work, to ensure that we continue to deliver quality products for senior clients in the future."

The results from Dr. Mandel and Mr. Barnes inquiry of the accuracy of strategic intelligence forecasts were recently reported in a paper entitled "Accuracy of Forecasts in Strategic Intelligence". ◆

NDHQ FOR THE FUTURE

Did you know the National Defence Headquarters (NDHQ) is undergoing a transformation that includes relocating 8,500 people to a new complex in Ottawa's west-end over the next several years?

NDHQ acts as the central nervous system of DND and the CAF. From strategic planning and programming to managing vital services that support military operations, NDHQ performs critical functions that serve the entire Defence Team. An effective, relevant Defence Team needs an effective and relevant NDHQ. The transformation of our headquarters will ensure that resources continue to be used efficiently and appropriately to best serve Canadians now and into the future.

Transformed HQ

The most obvious part of this transformation is the consolidation of NDHQ from over 48 buildings in the National Capital Region (NCR) to approximately seven. The centre-piece of the Defence footprint will be the Carling Campus, former location of Nortel Networks. The facility was purchased by Public Works in 2010 for occupancy by NDHQ. This consolidation will help the Defence Team reduce operating costs, provide an environment that fosters a more responsive and adaptive organization, and opportunities for us to modernize. The move of personnel from across the region will start later this year and continue until 2019. While most organizations, including the Army, Navy and Air Force commands will be relocating to the Carling Campus, some organizations, such as ADM (Materiel) will consolidate in their current Gatineau location.

But the move is only one part of the bigger picture. A truly transformed HQ also means that the policies, processes and even culture are evolving to meet the needs of the future. From a more integrated and robust security culture to centralized support services and a paperless environment, a transformed NDHQ will be better positioned to ensure the Defence Team has the information, resources and support it needs to deliver the government's priorities.

So whether you work in Ottawa, Victoria, Valcartier or Shearwater, the changes at NDHQ are intended to better support the whole Defence Team.

For more information, visit the Carling Campus website on the Defence Team homepage (under Focus on Change). ◆

SECURITY AWARENESS WEEK:

February 9-13

SECURITY...
it's not an **OPTION...**
it's a **NECESSITY!**

WAR OF 1812 COMMEMORATION COMES TO AN END

Bicentennial

2012 marked the bicentennial of the military conflict between Great Britain and the U.S that became known as the War of 1812.

A nation-wide commemoration of the 200th anniversary of the War of 1812 kicked off in 2012 as Canadians celebrated this pivotal period in Canadian history. This was an unprecedented opportunity for Canadians to take pride in their traditions and shared history. This was especially true for members of the Defence Team.

Because of the strong influence the War of 1812 had on the development of Canada's military forces, DND and the CAF worked closely with other government departments to commemorate this important milestone in our collective history.

Over the past years, various initiatives strove to increase Canadians' awareness and knowledge of the War of 1812. These included:

- a pan-Canadian educational campaign focused on the importance of the War of 1812 to Canada's history;
- support for up to 100 historical re-enactments, commemorations, and local events;
- a permanent 1812 memorial located in the National Capital Region;
- interactive tours, exhibits and improvements to national historic sites across the country;
- investments in infrastructure at War of 1812 sites such as Fort Mississauga and Fort York; and
- celebrations honouring the links that many of our current militia regiments in Ontario, Québec and Atlantic Canada have to the War of 1812.

For more information on the War of 1812, visit: www.1812.gc.ca.

War of 1812 Commemorative Pin

As was directed in CANFORGEN 098/12, the War of 1812 commemorative pin was instructed to be worn by CAF personnel during the commemorative period, ending February 16, 2015. ◆

FIN DES ACTIVITÉS DE COMMÉMORATION DE LA GUERRE DE 1812

Bicentenaire

L'année 2012 marquait le bicentenaire du conflit militaire entre la Grande-Bretagne et les États-Unis, connu plus tard comme la guerre de 1812.

Les célébrations nationales du 200e anniversaire de la guerre de 1812 ont commencé en 2012. De nombreux Canadiens ont souligné cette période phare de l'histoire canadienne. C'était une occasion inouïe pour les Canadiens de manifester leur fierté dans leurs traditions et leur histoire commune. Cela était d'autant plus vrai pour les membres de l'Équipe de la Défense.

À cause de l'influence marquante de la guerre de 1812 sur le développement des forces militaires du Canada, le MDN et les FAC ont travaillé étroitement avec d'autres ministères pour souligner cet important jalon de notre histoire collective.

Au cours des dernières années, divers projets ont servi à mieux faire connaître aux Canadiens la guerre de 1812. Les voici :

- La tenue d'une campagne de sensibilisation pancanadienne sur l'importance de la guerre de 1812 dans l'histoire du Canada;
- Le financement de près de 100 reconstitutions historiques, commémorations et activités locales;
- L'installation d'un monument commémoratif de la guerre de 1812 dans la région de la capitale nationale;
- La présentation de visites interactives et d'expositions ainsi que l'amélioration de lieux historiques nationaux aux quatre coins du pays;
- Des investissements dans les infrastructures de lieux de bataille de la guerre de 1812, comme le Fort Mississauga et le Fort York;
- Des célébrations soulignant les liens entre les nombreux régiments de milice de l'Ontario, du Québec et du Canada atlantique et la guerre de 1812.

Pour obtenir de plus amples renseignements sur la guerre de 1812, consultez www.1812.gc.ca.

Épinglette commémorative de la guerre de 1812

Tel qu'indiqué dans le CANFORGEN 098/12, l'épinglette commémorative de la guerre de 1812 devait être portée par les membres des FAC pendant la période de commémoration prenant fin le 16 février 2015. ◆

A Guard of Honour from the Royal 22e Regiment awaits the arrival of Prime Minister Stephen Harper to commemorate The War of 1812 anniversary at Fort Lennox National Historic Site in September 2012.

Une garde d'honneur du Royal 22e Régiment attend l'arrivée du premier ministre Stephen Harper en vue de souligner le bicentenaire de la guerre de 1812 au lieu historique national du Fort-Lennox, en septembre 2012.

PHOTO: MCpl/Cpic David Snyder

PHOTO: Cpl Michael J. MacIsaac

The War of 1812 monument at Parliament Hill dedicated on November 6, 2014.

Le monument commémoratif de la guerre de 1812 sur la Colline du Parlement a été inauguré le 6 novembre 2014.

PHOTO: Cpl Alexandre Paquin

Historical re-enactors in War of 1812 uniforms participate in a Commemoration Ceremony for the 200th anniversary of the Battle of York in Toronto on April 27, 2013.

Des acteurs de reconstitution historique en uniformes de soldats de l'époque de la guerre de 1812 participent à une cérémonie de commémoration du 200e anniversaire de la bataille de York à Toronto, le 27 avril 2013.

The Navy of 1812: Sailors on the Lakes a Naval and military encampment re-enactment at Navy Hall and Fort George at Niagara on the Lake, Ont. in July 2012.

La marine de 1812 : les marins sur les lacs, une reconstitution maritime et un campement militaire à Navy Hall, sur le terrain du lieu historique national du Fort-George, à Niagara on the Lake, en Ontario, en juillet 2012.

A re-enactment of the battle at Fork George took place in the Niagara region in May 2012.

Une reconstitution historique de la bataille au fort George dans la région du Niagara, en mai 2012.

THE WAR OF 1812 BEGINNINGS

The War of 1812 resulted from the conflict that raged in Europe after the Napoleonic Wars and British trade blockades. Great Britain stopped US ships from trading in Europe (mainly France), and searched US vessels for contraband and British deserters. The last straw came when British captains captured US sailors to serve on British ships.

As well, in its push westward, the US was encountering strong resistance from First Nations, and believed Great Britain was behind this opposition.

WAR DECLARED

On June 18, 1812, the US declared war on Great Britain and its British North American colonies (today, Central and Eastern Canada). English- and French-speaking Canadian militia and First Nations allies repelled US invaders over the course of two years.

Some of the land that would become Canada, and the people who would become Canadians, constituted a colony of Great Britain, and so were swept up in the fighting. The War of 1812 was instrumental in the continued development of our military forces; the military heritage and traditions of many Canadian regiments of today began with this war.

The war was also a defining moment that contributed to shaping our identity as Canadians and, ultimately, our existence as a country. It laid the foundation for Confederation and the cornerstones of our political institutions.

TREATY OF GHENT

The war came to an end December 24, 1814, when peace negotiations culminated in the signing of the Treaty of Ghent, which re-established boundaries that existed before the war. Had the War of 1812 ended differently, the Canada we know today would not exist.

LES PREMIERS ÉCHOS DE LA GUERRE DE 1812

La guerre de 1812 prend racine dans les conflits en Europe après les guerres napoléoniennes et les blocus commerciaux britanniques. La Grande-Bretagne empêche les navires américains de faire du commerce en Europe (principalement en France) et les fouille, à la recherche de marchandise de contrebande et de déserteurs britanniques. La capture de marins américains pour servir à bord de navires britanniques est la goutte qui fait déborder le vase.

Qui plus est, dans sa conquête de l'Ouest, les États-Unis sont confrontés à une solide résistance des Premières Nations, résistance que les Américains croient orchestrée par la Grande-Bretagne.

LA GUERRE ÉCLATE

Le 18 juin 1812, les États-Unis déclarent la guerre à la Grande-Bretagne et à ses colonies nord-américaines (le centre et l'Est du Canada actuel). Pendant deux ans, les miliciens canadiens anglophones et francophones et leurs alliés des Premières Nations repoussent les offensives des troupes américaines.

Certains territoires qui constituent le Canada actuel et leurs habitants faisaient partie de la colonie de la Grande-Bretagne et sont entraînés dans les combats. La guerre de 1812 a joué un rôle instrumental dans le développement de nos forces militaires. Le patrimoine et les traditions de bon nombre de régiments canadiens y ont vu le jour.

La guerre était aussi un moment décisif qui a défini notre identité canadienne et notre existence comme pays. Elle a jeté les assises pour la Confédération et elle représente la pierre angulaire de nos institutions politiques.

TRAITÉ DE GAND

La guerre prend fin le 24 décembre 1814, lorsque les négociations aboutissent à la signature du Traité de Gand, qui rétablit les frontières qui existaient avant la guerre. Si l'issue de la guerre de 1812 avait été différente, le Canada dans lequel nous vivons aujourd'hui n'existerait pas.